



REPLY TO  
ATTENTION OF

DEPARTMENT OF THE ARMY  
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL  
WASHINGTON, DC 20310-0300

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DAPE-MPU (600g)

AUG 13 1987

MEMORANDUM FOR: Defense Technical Information Center, ATTN:  
Acquisitions-FDAB, Cameron Station, VA 22304-6145

SUBJECT: Battalion Rotation After Action Report

1. The attached COHORT (Cohesion, Operational Readiness and Training) Battalion Rotation After Action Report is furnished for inclusion in your collection of materials used for study and research.

2. This after action report addresses the Battalion Rotation Test conducted in the summer of 1986. Eight COHORT battalions (2-Mechanized Infantry, 2-Airborne Infantry, 2-Field Artillery, and 2-Tank) rotated between the Continental United States and Europe during this period of time. The report covers Personnel and Administration, Operations, Logistics, Morale, Cohesion and Esprit. Additionally it contains a suggested sequence of events to be followed to facilitate future rotation of Army Units up to the battalion level of detail.

3. Material was drawn from the Unit Manning System Field Evaluation Quarterly Reports, Major Command and USA Military Personnel Center after action reports, and site visits conducted by the Headquarters, Department of the Army Battalion Rotation Evaluation Team. The report is unclassified and the distribution of the report is unlimited.

4. Army Regulation 600-83, The New Manning System-COHORT Unit Replacement System, 27 October 1986 contains the basic policy and procedures for the formation, maintenance and deployment of a COHORT Rotating Battalion.

5. The office of record for the material is the Military Personnel Management Directorate, Office of the Deputy Chief of Staff for Personnel, HQ Department of the Army, Washington DC 20310-0300.

1 Enclosure  
After Action Report

For *Michael C. Kelly, LTC, GS*  
JAMES R. STEWART  
Lieutenant Colonel, GS  
Chief, Unit Manning  
Division

DISTRIBUTION STATEMENT

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## REPORT DOCUMENTATION PAGE

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DEPARTMENT OF THE ARMY  
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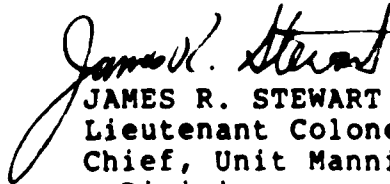
DAPE-MPU (600g)

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Battalion Rotation After Action Report

1. The HQDA Battalion Rotation After Action Report is forwarded for information herewith.
2. The purpose of this report is two fold: (1) Provide a summary of the observation made during the conduct of the rotation. (2) To provide a possible sequence of events for those organizations that may be required to conduct a move of this nature at sometime in the future.
3. Material was drawn from the Unit Manning System Field Evaluation Quarterly Reports, DAOM and MILPERCEN after action reports and site visits conducted by the HQDA Battalion Rotation Observer Team.

Encl

  
JAMES R. STEWART  
Lieutenant Colonel, GS  
Chief, Unit Manning System  
Division

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**HQ, Department of the Army  
Battalion Rotation  
After Action Report**

**INTRODUCTION.** This after action report addresses the Battalion Rotation Test conducted in the summer of 1986. Material was drawn from the Unit Manning System Field Evaluation Quarterly Reports, MACOM and MILPERCEN after action reports, and site visits conducted by the HQDA Battalion Rotation Evaluation Team.

**BACKGROUND.** In 1981, the Army implemented a program, the New Manning System, designed to increase combat effectiveness by reducing personnel turbulence and fostering unit cohesion. One major component of this system is the Cohesion, Operational Readiness, and Training (COHORT) Unit Movement System. COHORT fosters a stable environment in which commitment to mission and readiness, soldier bonding and esprit de corps can flourish. Soldiers and their leaders are kept together in the same unit for longer periods of time.

COHORT started with a model designed to stabilize soldiers together in companies and batteries for 3 years, half of this time spent at a CONUS installation and the other half in Europe. In a variation of this model, certain COHORT companies and batteries were activated as non-rotating units and spent 3 years at the same location. A third variation of the model was implemented for rotation of COHORT companies and batteries to Korea, with two years in FORSCOM and one year in Korea. Under each of these models, COHORT units disestablished and were replaced by like-type units after three years.

As the Army increased the number of COHORT companies and batteries rotating to Europe, USAREUR began encountering difficulty absorbing the increasing number of soldiers assigned to disestablishing COHORT units, who still had 18 months of obligated service to complete as part of their overseas tour. In an attempt to solve this problem, the Army implemented COHORT Battalion Rotation as a test program in 1984 to capitalize on the advantages of COHORT while eliminating the strength management problems associated with the expansion of the company/battery COHORT program. Eight COHORT battalions (2 mechanized infantry, 2 airborne infantry, 2 field artillery, and 2 tank) rotated between CONUS and Europe in the summer of 1986. This after action report addresses the rotation of those eight battalions.

## INDEX

### ANNEXES

- A. Personnel and Administration
- B. Operations
- C. Logistics
- D. Morale, Cohesion, and Esprit
- E. Suggested Sequence of Events

### PAGE

A-1

B-1

C-1

D-1

E-1

changing top-off requirement. Unprogrammed losses will always occur. Non-arrival of soldiers in the top-off package cannot be stopped completely, but it can be reduced. Consideration should be given to utilizing soldiers already on orders at the losing CONUS installation to fill shortages in the unit prior to rotation. AIT failures should be replaced at the training base, as they occur. Soldiers arriving at the OCONUS installation prior to the rotating unit are sometimes diverted, because the gaining UIC has not yet arrived in the MACOM. Top-off packages should have reporting dates after the gaining UIC has been moved to the new location.

## 2. Administration.

a. General. The execution of the FY86 battalion rotations was generally characterized by constantly evolving policy/guidance and management by exception. Two things contributed to confusion at all levels: late publication of the unit movement directive and a "change-as-you-go" execution methodology.

b. Very late arrival of the unit movement directive from HQDA created personnel management and transportation problems, because it was the "trip-wire" that put almost every other part of the rotation plan into motion. Coordination with Military Traffic Management Command (MTMC), Military Airlift Command (MAC) and the MACOMs indicates that the unit movement directive must be published at least 12 months prior to the scheduled deployment. The movement order can then be used to align cadre reenlistment dates, transfer non-deployables and start long-term personnel processing requirements (such as Exceptional Family Member Program processing and requests for concurrent travel).

c. During the pre-rotation phase, the rotation methodology was constantly evolving. This occurred because of an attempt at all levels to do what was best for the rotating units. On occasion a changing situation or a better idea would change a particular policy, piece of guidance, or OPLAN. What was not foreseen was the ripple effect on other policies, plans, or guidance. The biggest effects were invariably felt at the small unit level, where leader credibility was often damaged by what seemed to the soldier a stream of conflicting guidance. In after action reports at all levels, battalion to MACOM, a recurrent theme was that a plan should be made early on and every effort should be made to avoid changing it.

d. Exceptional Family Member Program. The current method of processing applications is too complicated and slow. There is normally a six month delay from the time a soldier submits the paperwork until he is advised of the final decision. Some soldiers were still awaiting orders when it was time to depart on PCS leave. The problem was caused, in part, by the late

formulation of the unit movement order. The problem can be corrected by:

(1) Insuring timely publication of the unit movement order.

(2) Streamlining the EFMP evaluation process.

(3) Prescreening soldier applications for the program to weed out unnecessary applications.

e. Records shipment. Soldiers were not authorized to carry their personnel, finance, and medical records with them during the deployment. Records were therefore shipped separately. This shipment was unsuccessful in that personnel, finance and medical records often did not arrive prior to the soldier. This caused difficulties for some soldiers in obtaining financial and medical assistance while on PCS leave. Some soldiers arrived at the new duty station prior to the arrival of their records, and this delayed the inprocessing of the soldiers and their families. The soldiers generally regarded the separate shipment policy as an overreaction to the Gander accident. Additional copies of critical documents, such as dental x-rays and emergency data forms, could be maintained at the old duty station until the service member's safe arrival at the new duty station was confirmed. The soldiers could then carry their records with them.

f. Married Army Couples Program. There are basically three types of married Army couples that were involved in the battalion rotations:

(1) Those already assigned to the battalion prior to formation.

(2) Those assigned during formation.

(3) Those that were married subsequent to assignment. There were examples in each of these cases where the spouse in the rotating unit was to be deployed, but the spouse in the non-rotating unit was not yet eligible to deploy (because of DEROS date, FORSCOM time-on-station, etc.). Army Regulations 614-100 (Officers) and 614-200 (Enlisted) make no special allowance for the unique circumstances relative to a soldier's assignment to a rotating unit when the non-COHORT spouse is not eligible for overseas movement or return from overseas. Consideration should be given to waiving the CONUS time-on-station requirement as it relates to the spouse of a member of a rotating battalion. All other qualifying criteria would continue to be required. Additionally, authority should be given to OCONUS MACOMs to adjust (curtail) the non-COHORT soldier's tour to coincide with



that of the soldier whose unit is returning to CONUS. Alternatively, records should be screened during the formation period to avoid assignment of soldiers that will have a joint domicile problem.

# APPENDIX I (STRENGTH PROFILES), TO ANNEX A

| <u>Unit</u> | <u>Authorized</u> |            |              | <u>Assigned (% of Auth) **</u> |            |              |
|-------------|-------------------|------------|--------------|--------------------------------|------------|--------------|
|             | <u>Off</u>        | <u>Enl</u> | <u>Total</u> | <u>Off</u>                     | <u>Enl</u> | <u>Total</u> |
| 1-14 IN     | 47                | 698        | 745          | 38 (81%)                       | 634 (91%)  | 672 (90%)    |
| 3-41 IN     | 42                | 695        | 737          | 36 (86%)                       | 616 (87%)  | 652 (89%)    |
| 2-5 FA      | 51                | 658        | 709          | 41 (80%)                       | 623 (95%)  | 664 (94%)    |
| 4-5 FA      | 46                | 567        | 613          | *32 (70%)                      | 550 (97%)  | 582 (95%)    |
| 2-5 CAV     | 42                | 510        | 552          | 38 (90%)                       | 449 (88%)  | 487 (88%)    |
| 2-33 AR     | 42                | 510        | 552          | 41 (98%)                       | 533 (105%) | 574(104%)    |
| 3-325 IN    | 39                | 698        | 737          | 41 (105%)                      | 634 (91%)  | 675 (92%)    |
| 4-325 IN    | 39                | 715        | 754          | 32 (82%)                       | 614 (86%)  | 649 (86%)    |

\* 6 Officers will link-up with Bn at Ft Riley (83%).

\*\* At rotation.

## ANNEX B: OPERATIONS

1. Budget. No additional funding was provided for the conduct of the battalion rotations. In general, unfunded requirements arose in four categories: TDY expenditures associated with specific agency responsibilities in battalion rotation, civilian temporary hires/overtime, transportation, and shipment of records. The expenditure of funds directly attributable to the battalion rotations averaged \$30,950 per battalion in CONUS and \$80,833 per battalion OCONUS. The disparity between these two figures is attributable to economies of scale possible on the larger FORSCOM installations and the increased distances involved in transportation activities OCONUS. Lack of funding for the rotations forced the installations and military communities to divert funds to support the movements. Particularly in Europe, the military communities could not support the personnel requirements, transportation needs and supply services costs without disrupting the normal budget process and taking funds from other community programs. For future rotations, MACOMs should include funding projections in the normal Army budget process.

2. Readiness. Based on an examination of unit status reports, the battalion rotations did not significantly affect unit status reporting. There was an average of three months when units were not required to report due to rotation. In FORSCOM readiness downtime was attributable to the block leaves taken by each battalion and the predeployment/post deployment processing periods. In USAREUR, although there was no problem with block leaves, there was a period of time when each battalion's mission readiness was degraded based on the unit's unfamiliarity with the General Defense Plan mission. Train-up periods varied between units, based upon their actual mission. Some degradation of readiness was noted due to force modernization initiatives in a few units, but these could have been eliminated if the rotated units were compatible based on standard requirements code (SRC).

### 3. Training.

a. Some coordination problems occurred in the training arena. One unit arrived in FORSCOM from USAREUR and found that their parent headquarters had failed to anticipate their future requirements in support of training, to include: forecasting of ammunition, training resources and training time. Upon arrival, the advance party developed the major training events calendar for FY87 and projected a budget. They then had to compete for 4th quarter, FY86 training resources and range allocations after the locally imposed suspense date. In future rotations the planning staff in the gaining headquarters must conduct proper staff coordination, and actions must be taken to include the

rotating units in annual training plans. In the absence of the unit the higher headquarters must also ensure that its interests receive proper attention during the allocation of resources.

b. Numerous comments were received from the rotating units concerning their ability to conduct meaningful training prior to and following rotation. The loss of significant training time seemed to be independent of the point of unit origination and varied from 60 to 120 days. An examination of comparison battalions not involved in battalion rotation also showed a significant decrease in individual and collective training during the summer months. This decrease in training was characteristic of all battalions examined regardless of battalion rotation participation or location. An examination of the training and support missions of the non-rotating battalions indicated that summer commitment to ROTC support and Reserve Component Training missions were the primary reasons for the decrease in individual and collective training.

## ANNEX C: LOGISTICS

### 1. Transportation.

a. Staff planning. The staff planning and coordination activity on the HQDA staff was the Operations Branch, Unit Manning System Division, ODCSPER. In retrospect ODCSPER was not prepared to handle this staff coordination responsibility, because they had no mechanisms in place to automatically conduct coordination with other appropriate agencies. For future rotations, ODCSOPS must be the staff coordinator (doctrinally, they have responsibility for unit movement) and ODCSLOG must be involved early on. Further, the Military Airlift Command (MAC) and the Military Transportation Management Command (MTMC) must be alerted early. Their late involvement appeared to be a function of the late dissemination of the unit movement directive/unit movement orders.

b. Time considerations. MTMC and MAC indicate that notification of unit deployments should arrive one year prior to deployment. The unit movement directive (UMD) should identify the unit deployment date and approximate size of the unit. The UMD should be the key coordination document used by the Army Staff, MTMC and MAC to energize the Army transportation/movement planning cycle. When the UMD is received at installation level, timely dissemination of the unit movement order is required to initiate and effect coordination between the installation transportation office and the unit.

c. Bottom up planning. Unit commanders were given wide latitude in planning portions of the movement, to include movement dates, type of aircraft (SAAM or CAT-B) and APOD/APOE. This bottom up planning approach proved to be a frustrating experience for the battalions. Units were responsible for planning and coordinating an operation for which they were neither structured nor familiar with the requirements. The units were not knowledgeable of data requirements and lead times required to effect coordination and were forced to be reactive rather than proactive. Future battalion rotations should be planned from the top down. ODCSOPS should be the planning/ coordinating agency, ODCSLOG must be involved, and MTMC and MAC should be allowed to do their jobs in planning the movement.

### 2. Housing.

a. General. Exceptions to existing housing policies contained in AR 210-50, Family Housing Management, AR 210-51, Army Housing Referral Services Program, and AR 210-11, Billeting Operations were made to accommodate the requirements of the

rotating battalions. Housing requirements and the impact on non-COHORT soldiers and families were considered in all exceptions to policy. Individual community/installation commanders were allowed to establish housing policies that best met the needs of their particular situations.

b. Garlstedt. To provide an equitable share of housing to 1-41 IN, 2AD(F) used a "fair share" plan to allot housing. 1-41 IN occupied 127 of 137 sets of quarters offered. Although more than 127 sets of quarters were required, the battalion chose not to occupy quarters when the number of bedrooms exceeded a family's requirements. Personnel receiving quarters immediately were placed in transient quarters and the school dorm in Bremerhaven. In March 1986, the commander of 1-41 IN received a letter from 2AD(F) allotting quarters to his battalion. He also received the option of assigning those quarters to personnel within the battalion, which he accepted. The quarters were assigned IAW applicable regulations in advance of the deployment, and the remaining families were placed on a waiting list.

c. Fort Hood. Fort Hood fenced quarters for personnel in 3-41 IN and 2-33 AR who were eligible and had command sponsored family members in Europe. Quarters were held open for incoming families for as much as 89 days. When the families arrived, they were generally placed in quarters and received their household goods within 48 hours. The installation calculated that the loss to the government in BAQ paid to soldiers was approximately \$145,000, and the saving to the government in unexpended TLE and BAQ was about \$125,000. It was noted by installation representatives, however, that this figure does not take into account the reduced furniture storage costs realized by rapidly moving personnel into quarters.

d. Kirchgoens. In 3AD, the decision was made to house 2-5 CAV personnel in government housing being vacated by 2-33 AR personnel to the maximum extent possible. Landlords were also asked to hold private rentals vacant until arrival of the incoming personnel. Contract quarters cleaning was provided for government controlled family and bachelor quarters; therefore, quarters occupants remained in their quarters until their departure date, resulting in a reduction of TLA payments.

e. Neu Ulm. The housing policy in Neu Ulm was basically the same as that in Garlstedt and Kirchgoens except that the majority of private rentals were new acquisitions and any assumptions of existing leases by new arrivals were coincidental. Neu Ulm has always had ample housing to allow concurrent travel, and this was the case with the arrival of 2-5 FA. Approximately 200 sets of quarters were vacated by outgoing 4-5 FA families and, for the most part, they were reoccupied by incoming 2-5 FA personnel.

f. Vicenza. Based on community population, it was determined that 39% of eligible soldiers and families were in government quarters; therefore, quarters were allocated to 39% of the eligible soldiers in 3-325 IN. The Vicenza Military Community also established a policy that eligible junior enlisted personnel with more than a two-bedroom requirement would be housed in government quarters. Sufficient private rentals were available to house those families not assigned government quarters upon arrival.

g. Fort Bragg. An agreement between XVIII Airborne Corps and SETAF resulted in 47 sets of government quarters being set aside for the incoming battalion. These quarters were assigned by the Battalion Commander. All other personnel were placed on the waiting list. Housing did not appear to be a major issue, because most of the career soldiers were on an "airborne railroad" to Fort Bragg anyway. In addition, the movement of a special forces unit to Fort Campbell on a timeline that approximated the main body rotations made more government quarters available than usual.

h. Fort Riley. Fort Riley gave the soldiers in the arriving battalion 30 days "headstart" on the housing list over what they normally would have had based on their arrival date. No other special considerations were given. This policy caused a morale problem in 4-5 FA when they learned that the policies at other installations were different.

## **ANNEX D: MORALE, COHESION, AND ESPRIT**

**1. General.** It is important to view the Battalion Rotation Test as more than the simple movement of eight battalions from one side of the ocean to the other. Each unit went through a unique lifecycle. They experienced a series of events that had an important impact on individual unit members, on the companies and batteries that make up each battalion, on the sister battalions of the losing and gaining divisions, and on the military communities.

### **2. Unit formation.**

a. Battalion rotation really began in 1984 when the soldiers in four CONUS and four OCONUS battalions learned that their units had been designated to participate in a major Army initiative, the movement of eight entire battalions as part of a FORSCOM-USAREUR rotation. While there were HQDA generated ground rules for the personnel actions necessary to form each of these units, there were two situations that became especially problematical. Both involved the NCO cadre for the units.

b. One of the COHORT personnel guidelines required career soldiers to spend a minimum of 48 months with a battalion before becoming eligible for transfer to other duties. There were very few exceptions to the requirement. During the period just prior to the official "formation" date for the battalions there was a lot of NCO turbulence with many NCOs attempting to find ways to leave the battalion before they were "locked-in." In some cases these efforts to leave were to avoid what were considered lengthy COHORT assignments.

c. The second negative impact of unit formation was the assignment of some NCOs from CONUS assignments to the overseas battalion scheduled to rotate back to FORSCOM. A USAREUR decision not to cause a "dufflebag drag" for USAREUR soldiers resulted in some NCOs being assigned to USAREUR for periods of less than 18 months. There were some married NCOs who were allowed to come to USAREUR on an accompanied tour even though they would not be able to complete a 36 month tour. There were other NCOs that arrived in USAREUR thinking that they were there for a 36 month accompanied (deferred travel) tour only to find out that their families would have to be called and told that they could not come to Europe. While the actual number of career soldiers who experienced this treatment was small, the distribution was such that everyone heard about them. As in the initial phase of company deployments, one of the major effects of these negative personnel impacts was to make the term "COHORT"



the symbolic focus of everything thought to be wrong with the unit.

d. A unit movement en masses amplifies the normal effects of an individual movement. In units where soldiers were not well informed, unit members often perceived themselves as having been chosen as guinea pigs/victims in a test designed to demonstrate that the Army could save money through unit movement. This led many soldiers to feel that they were entitled to special considerations in the course of their move, and these expectations were not realized.

### 3. Sustainment.

a. In two of the four FORSCOM battalions, the sustainment period (from unit formation until three to six months before rotation) was a period of relative stability which provided an opportunity for the development of both horizontal and vertical relationships within the companies and batteries and an "identification" with the battalion. The other two CONUS battalions continued to experience significant internal and external personnel turbulence during the sustainment period, particularly among the leaders.

b. During the sustainment period the four USAREUR battalions were heavily engaged in field training. For two of the battalions, the latter part of the period focused on force modernization activities which included considerable time preparing major items of equipment for turn-in.

### 4. The actual rotation.

a. Considering the size of the operation and the number of things that could have gone wrong, most of the soldiers and family members who traveled to or from USAREUR were pleased with the move itself. Individuals who had experienced a prior military move as an individual, or as an individual family, reported that they considered it to be the best PCS move in their careers. There were numerous stories told of unit members (and their families) helping each another before during and after the movement.

b. All of the battalions moving from FORSCOM to USAREUR used a similar movement methodology. The battalions rotating back to CONUS either moved to their new location as a group, settled in, and then went on leave, or they went on leave as soon as they arrived on the East Coast and then traveled to the new location on their own. If there was a preferred approach, the families seemed to prefer the plan that brought everyone back to the new location and then allowed individuals to take leave. Their preference was generally expressed in terms of having sufficient

time to get settled in at the new location before their duty requirements began.

### **5. Families.**

a. Considerable effort was expended to establish communication with the soldiers' wives, but a number still complained about lack of information from and contact with the Army. Even though battalion-wide briefings were held and newsletters were sent to each wife, many women complained that they did not know when they were moving. Generally, the battalion-wide meetings made an especially poor forum because of bad acoustics, ambient noise, and a lack of opportunity for personal involvement, but the information dissemination problem was principally due to other causes. The Army is not organized to support efforts on the part of the unit to keep in touch with and provide information to families. The living arrangements of the married junior enlisted population are very fluid. A wife will frequently leave for weeks or months during periods of heavy field duty. Households are moved to be nearer friends or to save a few dollars a month in rent. Maintaining accurate rosters of names and addresses is a difficult and time consuming task. Monitoring and updating mailing lists takes hours each time it is done. Finally, externally forced changes in plans make information dissemination difficult. Even with the challenges, however, most of the wives' high expectations concerning the move were met, and they were extremely pleased with the move and the care they received.

b. During the planning for the battalion rotations, concern was voiced over possible disruption of community services. Disruption of community services did not occur, but there were some misperceptions about the availability of such services. For example, in one community ACS received new supplies because of the rotating battalion, and it was incorrectly believed that they were reserving those items only for that battalion. Housing offices were believed to have actually moved families out of quarters to make room for the rotating battalions. There was no basis in fact for these beliefs, but they were a source of considerable anger and resentment in some communities.

# ANNEX E: SUGGESTED SEQUENCE OF EVENTS SUGGESTED

| <u>EVENT #</u> | <u>R-DATE</u> | <u>PROPONENT</u> | <u>EVENT</u>  | <u>PREREQUISITE<br/>EVENT</u> |
|----------------|---------------|------------------|---|-------------------------------|
| 1              | R-420         | DA, DCSOPS       | UNIT MOVEMENT<br>DIRECTIVE<br>PUBLISHED                                       |                               |
| 2              | R-400         | DIV POC          | OCONUS STAFF<br>COORDINATION<br>VISIT TO CONUS<br>INSTALLATION                |                               |
| 3              | R-365         | DA, DCSOPS       | BEGIN CHANGEOVER<br>OF POMCUS STOCK<br>FOR NEW BAT-<br>TALION, AS<br>REQUIRED |                               |
| 4              | R-353         | G3               | PUBLISH DRAFT<br>ROTATION PLAN  |                               |
| 5              | R-350         | S3               | BRIEF FOR<br>SOLDIERS   |                               |
| 6              | R-336         | DIV POC          | DIVISION IPR  |                               |
| 7              | R-330         | S1               | DEPENDENT BRIEF   |                               |
| 8              | R-310         | DIV POC          | CONUS STAFF<br>COORDINATION<br>VISIT TO OCONUS<br>COMMUNITY                   |                               |
| 9              | R-300         | CDRS             | BY NAME LIST OF<br>ALL PERSONNEL TO<br>BE ON THE ADVANCE<br>PARTY DEVELOPED   |                               |
| 10             | R-300         | CDRS             | INITIAL LIST OF<br>HOUSING REQUIRE-<br>MENTS & POV'S TO BE<br>SHIPPED         |                               |
| 11             | R-282         | S1               | EXTENSION REQUESTS<br>SUBMITTED TO RPC<br>AND/OR PAB                          |                               |
| 12             | R-271         | AG               | COMPLETE APPROVAL   | 10                            |

**ACTIONS ON EXTENSION REQUESTS**

|    |       |         |   |    |
|----|-------|---------|---|----|
| 13 | R-271 | S4      | ORDER NEW SHOULDER<br>PATCHES THRU G-4  |    |
| 14 | R-271 | SURG    | START 100% INVENTORY OF MEDICAL<br>RECORDS WITH DE-<br>PLOYMENT ROSTER        |    |
| 15 | R-264 | S1      | NONDEPLOYABLES<br>IDENTIFIED  |    |
| 16 | R-254 | AG      | PERSONNEL<br>REQUISITIONS TO<br>MILPERCEN                                     |    |
| 17 | R-253 | DIV POC | OPLAN ANNEXES DUE<br>TO G-3   |    |
| 18 | R-240 | BDE S-4 | INITIATE REQUEST<br>TO AAFES FOR<br>STOCKAGE OF GAINED<br>BN CRESTS           |    |
| 19 | R-240 | S1      | COORDINATE OFFICER<br>ADVANCED COURSE<br>ENROUTE FOR SELECTED<br>OFFICERS.    |    |
| 20 | R-239 | G3      | DISTRIBUTE FINAL<br>OPLANS  | 16 |
| 21 | R-234 | AG      | NONDEPLOYABLES<br>REASSIGNED  | 14 |
| 22 | R-229 | S1      | PUBLISH TDY ORDERS<br>FOR OCONUS BN<br>LIAISON VISIT TO<br>CONUS INSTALLATION |    |
| 23 | R-226 | DIV POC | DIV IPR # 2   |    |
| 24 | R-226 | AG      | ALL DERIVATIVE<br>UIC'S IN EFFECT   |    |
| 25 | R-219 | BNXO    | OCONUS BN   | 21 |

|    |       |           | COORDINATION VISIT<br>TO CONUS<br>INSTALLATION  |    |
|----|-------|-----------|---|----|
| 26 | R-218 | S4        | INPUT DUE FOR<br>SHUTTLE BUS<br>SUPPORT   |    |
| 27 | R-213 | S1        | TRANSPORTATION INFO<br>DUE TO DIO ON HHG  |    |
| 28 | R-213 | DIO       | DPP ROSTER DUE  |    |
| 29 | R-213 | DIO       | COORDINATE NEO<br>BRIEFING AT CONUS<br>INSTALLATION   |    |
| 30 | R-213 | DIO       | UNIT TAT AND NAT<br>REQUIREMENTS<br>IDENTIFIED  |    |
| 31 | -212  | DIO       | REQUEST SUBMITTED<br>TO MILITARY AIR-<br>LIFT   | 29 |
| 32 | R-208 | BDE STAFF | COORDINATE WITH BN<br>CONCERNING LISTS<br>OF AR'S, TM'S, ETC<br>TO BE ON HAND AT<br>THEIR DEPARTURE |    |
| 33 | R-205 | S4        | INITIAL COMPONENT<br>HR/SC LISTING PER-<br>PARED/ORDERED  |    |
| 34 | R-191 | BDE S1    | BRIEF BDE CDR ON<br>SPONSORSHIP PRO-<br>GRAM  |    |
| 35 | R-187 | DIV POC   | DIV IPR # 3   |    |
| 36 | R-185 | S3        | SOLDIER AND DE-<br>PENDENT BRIEF ON<br>UNIT MOVE  |    |
| 37 | R-183 | S1        | DISTRIBUTE HANDOUT<br>ON FINANCE ENTITLE-<br>MENTS  |    |
| 38 | R-183 | CDRS      | IDENTIFY EXPECTANT<br>WIVES; COMPANY  |    |

PROVIDE THE BN P.A.  
WITH ACCURATE LISTING  
TO INCLUDE EXPECTED  
DELIVERY DATE

|    |       |        |  |        |
|----|-------|--------|--|--------|
| 39 | R-180 | S1     | SEND UNIT ALPHA<br>ROSTER TO GAINING<br>BDE S1   |        |
| 40 | R-180 | S2     | PROCESS ATF FORMS 6<br>FOR OCONUS PRIVATE<br>WPNS  |        |
| 41 | R-179 | CDRS   | BY NAME, LIST OF MAIN<br>BODY FIGHTS TO S1   |        |
| 42 | R-179 | G1     | LOCK-IN DATE, PROVIDE<br>MILPERCEN AND GAINING<br>DIV WITH ROSTER OF<br>DEPLOYING OFFICERS<br>AND CAREERISTS |        |
| 43 | R-179 | AG     | ORDERS REQUIRED<br>FOR ADVANCED PARTY<br>PERSONNEL TAKING<br>LEAVE (FLIGHT #1)                               | 8      |
| 44 | R-179 | S1     | FINAL, BY NAME LIST<br>OF HOUSING REQUIRE-<br>MENTS  |        |
| 45 | R-179 | S1     | DEPARTING UNIT PRO-<br>VIDES LIST OF HOUS-<br>ING UTILIZED BY<br>THEIR PERSONNEL                             |        |
| 46 | R-179 | S1     | EXCHANGES OF LNO'S   | 8      |
| 47 | R-179 | DISCOM | DELIVER SHOULDER<br>PATCHES TO BN  | 12     |
| 48 | R-164 | DIO    | ADVANCE PARTY<br>PERSONNEL TAKING<br>LEAVE (FLIGHT #1)<br>HAS INITIAL TRANS-<br>PORTATION APPOINT-<br>MENTS  | 26, 42 |
| 49 | R-164 | DEH    | HRO NOTIFIES<br>LANDLORDS OF THOSE<br>LIVING IN ECONOMY  |        |

|    |       |        | HOUSING (ADVANCE PARTY)  |
|----|-------|--------|--|
| 50 | R-164 | S1     | CPO NOTIFIED FOR THOSE FAMILY MEMBERS EMPLOYED BY U.S. GOVERNMENT THAT ARE DEPARTING W/ADVANCE PARTY |
| 51 | R-164 | AG     | ORDER SUFFICIENT # CHANGE OF ADDRESS CARDS TO HANDLE MAIN BODY MOVE                                  |
| 52 | R-163 | G1/AG  | COMPLETE NCO SCHOOLS PLAN  |
| 53 | R-163 | SURG   | COMPLETE 100% INVENTORY OF MEDICAL RECORDS WITH DEPLOYMENT ROSTER                                    |
| 54 | R-162 | BN CDR | 90 DAY FLIGHT MANIFEST LOCK IN, ADVANCE PARTY (FLIGHT #1)  |
| 55 | R-162 | S4     | INITIAL COMPONENT HR/SC LISTING PREPARED/ORDERED   |
| 56 | R-162 | ALL    | WELCOME PACKET FACT SHEETS TO BDE  |
| 57 | R-157 | S1     | PROVIDE BY NAME 41 LIST OF MAIN BODY TO MILCOM AND DIV; IDENTIFY DEPARTURE GROUPS                    |
| 58 | R-152 | S1     | MAIN BODY FLIGHT INFO PREPARED   |
| 59 | R-150 | AG     | ORDERS REQUIRED FOR ADVANCE PARTY PERSONNEL NOT TAKING LEAVE (FLIGHT #2)                             |

|    |       |     |  |           |
|----|-------|-----|--|-----------|
| 60 | R-149 | S4  | PUBLISH CIF LOI  |           |
| 61 | R-149 | DIO | SUBMIT AIRCRAFT<br>REQUEST FOR MAIN<br>BODY  | 29, 56    |
| 62 | R-149 | S1  | FINAL BY NAME<br>LIST OF HOUSING<br>REQUIREMENT TO<br>GAINING INSTAL-<br>LATION/MILCOM       |           |
| 63 | R-146 | DIO | ADV PARTY<br>INDIVIDUAL<br>TRANSPORTATION<br>APPTS   |           |
| 64 | R-144 | S1  | 60 DAY ADV PARTY<br>POM  |           |
| 65 | R-145 | DIO | SHORT ADV PARTY<br>HOUSEHOLD GOODS<br>PICK UP  |           |
| 66 | R-136 | G4  | FINAL COORDINA-<br>TION ON AIRLIFT<br>FOR UNIT MOVE-<br>MENT (MAIN BODY)                     |           |
| 67 | R-136 | G4  | PROVIDE LISTING<br>OF MTOE AND<br>STATION PROPERTY<br>TO TURN-IN,<br>TRANSFER OR MOVE        |           |
| 68 | R-136 | DEH | HRO NOTIFIES<br>LANDLORDS FOR<br>THOSE IN<br>ECONOMY HOUSING.<br>(MAIN BODY)                 |           |
| 69 | R-136 | S2  | CPO NOTIFIED FOR<br>THOSE FAMILIES<br>WITH EMPLOYED<br>DEPENDENTS DEPART-<br>ING W/MAIN BODY |           |
| 70 | R-136 | S1  | ADVANCE PARTY<br>PERSONNEL TAKING<br>LEAVE (FLIGHT #1)<br>INITIATE OER/EER                   | 8, 42, 47 |



# SUSPENSE ACTIONS

|    |       |           |   |
|----|-------|-----------|---|
| 71 | R-136 | G2        | COMPLETE DEVELOPMENT OF A MOVEMENT PLAN FOR CLASSIFIED MATERIAL   |
| 72 | R-135 | DIO       | UPDATE ON AIRCRAFT REQUEST (MAIN BODY)  |
| 73 | R-135 | BDE S4    | INSPECT THAT ALL COMPONENT LISTINGS FOR 100% INVENTORIES ARE PRESENT  |
| 74 | R-135 | DIO       | FINALIZE SUPPORT REQUIREMENTS WITH BDE (PROVIDE DF TO BDE)  |
| 75 | R-135 | G3        | CONUS S.A. DRIVERS BOOKLETS TO OCONUS BN  |
| 76 | R-132 | CDR       | 90 DAY FLIGHT MANIFEST LOCK IN, ADVANCE PARTY (FLIGHT #2)   |
| 77 | R-131 | OCONUS S2 | HAVE LESSON PLANS PREPARED TO GIVE TO CONUS PERSONNEL ON COORDINATION VISIT ON THE FOLLOWING SUBJECTS: SMLM, 1K-ZONE & TERRORIST THREAT |
| 78 | R-129 | BN XO     | CONUS BN COORDINATION VISIT TO OCONUS LOCATION  |
| 79 | R-121 | DEH       | HOUSING TERMINATION LOI DUE TO BN   |
| 80 | R-120 | G3        | USAREUR DRIVER TESTING TEAM ADMINISTERS TEST AT CONUS INSTALLATIONS   |
| 81 | R-119 | BDE S4    | 100% INVENTORIES 72   |

BEGIN WITH PRINT  
OUT FROM DIVISION  
PROPERTY BOOK OFF-  
ICER. SAME AS  
CHANGE OF COMMAND  
INVENTORIES

|    |       |     |   |            |
|----|-------|-----|---|------------|
| 82 | R-116 | S1  | ADVANCE PARTY PER-<br>SONNEL TAKING LEAVE<br>(FLIGHT #1) DPP<br>ACCOUNTS TRANSFER-<br>RED   | 8,40,45,53 |
| 83 | R-111 | DIO | ALL OCONUS ADVANCE<br>PARTY PERSONNEL<br>TAKING LEAVE (FLIGHT<br>#1) SHIP POVS  | 47         |
| 84 | R-110 | S1  | ADV PARTY 30 DAY POM  |            |
| 85 | R-105 | DIO | REQUEST AIRCRAFT FOR<br>MAIN BODY   | 50         |
| 86 | R-105 | S1  | ADVANCE PARTY PER-<br>SONNEL NOT TAKING<br>LEAVE (FLIGHT #2)<br>INITIAL OER/EER<br>SUSPENSE   | 8,58,69    |
| 87 | R-105 | S3  | REQUEST ORT EXCLU-<br>SION FOR BNS, RPC,<br>BDE HHC   |            |
| 88 | R-105 | S1  | INVENTORY ALL PUB-<br>LICATIONS AND BLANK<br>FORMS ON HAND AND<br>ORDER/STOCKPILE<br>THOSE NEEDED TO<br>MAINTAIN OPERATION-<br>AL CONTINUITY ONCE<br>NEW BN ARRIVES |            |
| 89 | R-105 | DTO | CONFIRM ADVANCE<br>PARTY AIRCRAFT   |            |
| 90 | R-105 | DIO | GROUP HHG BRIEF FLT<br>A + 1/3 E  |            |
| 91 | R-104 | DIO | GROUP HHG BRIEF FLT<br>D + 1/3 E  |            |

|     |       |        |   |      |
|-----|-------|--------|---|------|
| 92  | R-103 | DIO    | GROUP HHG BRIEF FLT<br>C + 1/3 E  |      |
| 93  | R-103 | DEH    | BARRACKS. FURNITURE<br>CONFERENCE   |      |
| 94  | R-100 | DIO    | GROUP HHG BRIEF FLT<br>B + MAKE UP  |      |
| 95  | R-100 | CDR    | NO FURTHER FIELD<br>DEPLOYMENTS   |      |
| 96  | R-99  | S4     | SUPPLY SGT UPDATES<br>ALL SUB-HAND RECEIPTS   |      |
| 97  | R-96  | RPC/AG | ORDERS FOR MAIN BODY<br>COMPLETED   |      |
| 98  | R-92  | DIO    | GROUP HHG BRIEF MAKE-<br>UP   |      |
| 99  | R-92  | S4     | MAIT ASSISTANCE VISIT   |      |
| 100 | R-91  | CDR    | 90 DAY FLIGHT MANIFEST<br>LOCK IN 2/33 FLIGHT A   |      |
| 101 | R-91  | S2     | ENSURE THAT BDE S2 RE-<br>REIVES THE LATEST SEC-<br>URITY ACCESS ROSTER AND<br>THAT ALL KEY PERSONNEL<br>RECEIVING THE INITIAL GDP<br>BRIEFING HAVE A SECRET<br>CLEARANCE |      |
| 102 | R-91  | DIO    | CONFIRM BUSES, TRUCKS TO<br>PICK UP ADV PARTY   |      |
| 103 | R-91  | DIO    | INDIVIDUAL HHG/TRANS<br>COUNSELING (MAIN BODY)  |      |
| 104 | R-91  | DISCOM | REQUEST BUSES/TRUCKS TO<br>PICK UP INCOMING BN ADV-<br>ANCE PARTY   |      |
| 105 | R-90  | S1     | ADVANCE PARTY PERS-<br>NOT TAKING LEAVE<br>(FLIGHT #2) CHANGE OF<br>ADDRESS CARDS   | 8,58 |
| 106 | R-90  | S4     | CLEAR SUB HAND RECEIPTS<br>(FLIGHT #2)  |      |

|     |      |        |  |
|-----|------|--------|--|
| 107 | R-89 | CDR    | 90 DAY FLIGHT MANIFEST<br>LOCK IN FLIGHT B   |
| 108 | R-85 | S4     | ADVANCE FLIGHT 1 CLEARS<br>CIF   |
| 109 | R-85 | S4     | ADVANCE FLIGHT 2 CLEARS<br>CIF   |
| 110 | R-85 | CDR    | 90 DAY FLIGHT MANIFEST<br>LOCK IN FLIGHTS C & D  |
| 111 | R-84 | S1     | ADV PARTIES 10 DAY POM   |
| 112 | R-82 | SUPPLY | UPDATE ALL SUB-HAND RE-<br>CEIPTS. ALL EQUIPMENT<br>ISSUED AND POSTED TO SUB-<br>HAND RECEIPTS |
| 113 | R-82 | S1     | ADVANCE PARTY TAKING<br>LEAVE (FLIGHT #1) TURN<br>IN RATION CARDS AND<br>AWARDS PRESENTATION   |
| 114 | R-81 | CDR    | FINAL MANIFEST LOCK IN<br>ADVANCE PARTY (FLIGHT<br>#1  |
| 115 | R-78 | CDR    | 90 DAY FLIGHT MANIFEST<br>LOCK IN FLIGHT E   |
| 116 | R-76 | S4     | INVENTORIES COMPLETED.<br>REPORTS OF SURVEY<br>(ONLY) INITIATED                                |
| 117 | R-76 | DIO    | MTMC PROVIDE INFO ON<br>LOCAL AGENTS   |
| 118 | R-76 | DISCOM | ADVANCE PARTY TAKING<br>LEAVE. (FLIGHT #1)<br>CLEARS QTRS AND DEPARTS.                         |
| 119 | R-76 | DISCOM | CONFIRM BUSES TRUCKS FOR<br>INCOMING ADV PARTY   |
| 120 | R-75 | S2     | TURN IN COMBINATIONS FOR<br>THE BN S2 VAULT AND ALL<br>SECURITY CONTAINERS TO<br>BDE S2.       |
| 121 | R-75 | S2     | INVENTORY WAR LOAD AND   |

|     |      |                              | OPERATIONAL/TRAINING<br>LOAD OF MAPS  |     |
|-----|------|------------------------------|---|-----|
| 122 | R-75 | S4                           | PREPRINTED HAND RECEIPTS<br>AND SUBHAND RECEIPTS<br>PREPARED  |     |
| 123 | R-75 | MILCOM/<br>INSTAL-<br>LATION | FLIGHT #1 PROCESS-<br>ING BEGINS  | 116 |
| 124 | R-68 | SUPPLY<br>SGT                | UPDATE HR W/PBO.<br>ALL TRANSACTIONS<br>POSTED TO HAND RE-<br>CEIPTS. ALL ISSUES<br>COMPLETED   |     |
| 125 | R-68 | ADV<br>PARTY                 | FLIGHT #1 INPROCESS-<br>ING FINISHES  |     |
| 126 | R-67 | ADV<br>PARTY                 | FLIGHT #1 BEGINS LEAVE  |     |
| 127 | R-63 | S2                           | PURGE ALL CLASSIFIED<br>HOLDINGS IN BN. ENSURE<br>PROPER IDENTIFICATION<br>AND MARKINGS EACH RE-<br>MAINING DOCTUMEN/<br>OVERLAY. CONDUCT A<br>WRITTEN 100% INVEN-<br>TORY OF ALL SECRET<br>CLASSIFIED HOLDINGS.<br>SUBMIT ORIGINAL TO<br>BDE S2 AND RETAIN ONE<br>COPY |     |
| 128 | R-63 | DIO                          | ALL HOUSEHOLD GOODS<br>INVENTORY FORMS<br>(MAIN BODY) TURNED<br>INTO ITO  |     |
| 129 | R-61 | DIO                          | OCONUS BN NON-TEMP<br>STORAGE INFO TO CONUS<br>INSTALLATION (MAIN<br>BODY)  |     |
| 130 | R-61 | S1                           | 60 DAY POM FLIGHT A   |     |
| 131 | R-61 | DIO                          | HHG PICK UP STARTS  | 116 |
| 132 | R-57 | S1                           | INITIATE OER/EER  |     |

# SUSPENSE

|     |      |       |   |         |
|-----|------|-------|---|---------|
| 133 | R-56 | DIO   | COMPLETED HHG SHIP-<br>MENT (MAIN BODY)   | 116     |
| 134 | R-56 | S1    | 60 DAY POM FLIGHT B   |         |
| 135 | R-56 | S4    | ALL OTHER REQUIRED<br>ADJUSTMENT DOCUMENTS<br>SUBMITTED IAW AR<br>735-11 TO BN S-4                            |         |
| 136 | R-54 | S1    | 60 DAY POM FLIGHT C   |         |
| 137 | R-51 | DIO   | TMP SUPPORT VERIFIED<br>FOR ADV PARTY   |         |
| 138 | R-49 | S1    | 60 DAY POM FLIGHT D   |         |
| 139 | R-49 | CDR   | ALL EQUIPMENT READY<br>FOR JOINT INVENTORY  |         |
| 140 | R-49 | S1    | ADVANCE PARTY PERSON-<br>NEL NOT TAKING LEAVE<br>(FLIGHT #2) TURN IN<br>RATION CARDS. AWARDS<br>PRESENTATION. |         |
| 141 | R-46 | CDR   | OUTGOING BN RELIEVED<br>OF ALL COMMUNITY<br>SUPPORT REQUIREMENTS  |         |
| 142 | R-46 | DIO   | SUBMIT TRANSPORT RE-<br>QUESTS FOR TRUCKS/<br>BUSES FOR MAIN BODY<br>MOVEMENT                                 |         |
| 143 | R-46 | S4    | ALL ADJUSTMENT DOCU-<br>MENTS SUBMITTED TO<br>BDE S4  | 114,133 |
| 144 | R-46 | CDR   | FINAL MANIFEST LOCK<br>IN ADVANCE PARTY<br>(FLIGHT #2)  |         |
| 145 | R-44 | CONUS | THE FOLLOWING TRAIN-<br>ING SHOULD BE COM-<br>PLETED PRIOR TO THIS<br>DATE: USAREUR<br>DRIVERS ORIENTATION    |         |

AND TESTING, THREAT  
BRIEFING, PT TESTING,  
WEAPONS QUALIFICATION,  
SAEDA ORIENTATION,  
GENEVA HAGUE CONVEN-  
TION BRIEFINGS, SMLM  
ORIENTATION, HEAD-  
START AND GATEWAY  
CLASS, MILES CERTIF-  
ICATION, ONE KM ZONE  
BRIEFING

|     |      |                        |  |
|-----|------|------------------------|--|
| 146 | R-44 | BDE<br>CHAP-<br>LAINS  | OCONUS BRIGADE CHAPLAIN<br>CONTACTS CONUS BRIGADE<br>CHAPLAIN FOR INDIVID-<br>UAL OR FAMILY SITUAT-<br>IONS REQUIRING FOLLOW-<br>UP. OPEN COMMUNICATION<br>BETWEEN THE TWO BRIGADE<br>AND BATTALION CHAPLAINS<br>IN ALL INFORMATION ON<br>AVAILABILITY OF SERVICES |
| 147 | R-42 | DISCOM                 | ADVANCE PARTY PERSONNEL<br>NOT TAKING LEAVE<br>(FLIGHT #2) CLEARS<br>QUARTERS AND DEPARTS  |
| 148 | R-42 | S1                     | 60 DAY POM FLIGHT E  |
| 149 | R-41 | CONUS<br>INSTALLATIONS | FLIGHT #2 BEGINS<br>INPROCESSING   |
| 150 | R-38 | CDR ADV<br>PARTY       | OCONUS MAIN BODY SHIPS<br>POVS (NON-DEDICATED<br>VESSELS   |
| 151 | R-35 | XO                     | ADVANCE PARTIES BEGIN<br>INVENTRORIES  |
| 152 | R-35 | DIO                    | PICK UP OF HHG COMPLETED   |
| 153 | R-34 | CDR ADV<br>PARTY       | FLIGHT #2 INPROCESSING<br>FINISHES   |
| 154 | R-30 | DPCA                   | MAIN BODY, DPP ACCOUNTS<br>TRANSFERRED CHANGE OF<br>ADDRESS CARDS SUBMITTED  |
| 155 | R-30 | DIO                    | CONFIRM MAIN BODY AIR-<br>CRAFT  |

84

|     |      |                  |  |
|-----|------|------------------|--|
| 156 | R-29 | S1               | 30 DAY POM FLIGHT A  |
| 157 | R-26 | S1               | 30 DAY POM FLIGHT B  |
| 158 | R-21 | S1               | 30 DAY POM FLIGHT C  |
| 159 | R-20 | DIO              | OCONUS MAIN BODY SHIP<br>POVS  |
| 160 | R-19 | S1               | 30 DAY POM FLIGHT D  |
| 161 | R-15 | CDRS             | ALL LOCAL PUBLICA-<br>TIONS, SOPs, LETTERS<br>IN PLACE FOR INCOMING<br>BN  |
| 162 | R-15 | DISCOM           | ENSURE ALL SUPPORT<br>AGENCIES ARE PREPARED<br>TO EXECUTE NEW UIC'S  |
| 163 | R-14 | DIO              | CONFIRM BUSES, TRUCKS<br>TO PICKUP MAIN BODIES   |
| 164 | R-14 | DIO              | FLIGHT A CLEARS CIF  |
| 165 | R-14 | G3               | TRAINING AMMUNITION<br>ACCOUNT TRANSFER  |
| 166 | R-14 | BDE S1           | PAI (PERSONNEL ASSET<br>INVENTORY) CONDUCTED<br>IAW AR 680-31  |
| 167 | R-13 | S1               | 30 DAY POM FLIGHT E  |
| 168 | R-12 | DIO              | FLIGHT B CLEARS CIF  |
| 169 | R-12 | S4               | START SEWING NEW<br>PATCHES ON UNIFORM   |
| 170 | R-10 | OCONUS<br>DISCOM | VERIFY DATES, TIMES,<br>AND NUMBER OF TRUCKS/<br>BUSES/TO MOVE PER-<br>SONNEL AND EQUIPMENT<br>TO/FROM RHEINMAIN |
| 171 | R-8  | DIO              | FLIGHT C CLEARS CIF  |
| 172 | R-7  | 1SG              | CHANGE TO NEW PATCH<br>ON DUTY UNIFORMS  |
| 173 | R-7  | BDE S1           | 10 DAY POM FLIGHT A  |



|     |        |               |   |
|-----|--------|---------------|---|
| 174 | R-6    | BDE-S1        | 10 DAY POM FLIGHT B   |
| 175 | R-5    | DIO           | FLIGHT D CLEARS CIF   |
| 176 | R-5    | BDE S1        | 10 DAY POM FLIGHT C   |
| 177 | R-5    | BDE S1        | FLIGHT A (A CO AND<br>HHC (-) TURNS IN<br>RATION CARDS                            |
| 178 | R-5    | BDE S4        | ADVANCE PARTIES SIGN<br>FOR PROPERTY; ADJUST-<br>MENT DOCUMENTS INI-<br>TIATED    |
| 179 | R-4    | BDE S1        | FLIGHT B, (B CO AND<br>HHC (-)) TURN IN<br>RATION CARDS                           |
| 180 | R-4    | CDR           | FINAL MANIFEST LOCK<br>IN, FLIGHT A   |
| 181 | R-4    | BDE S4        | ALL HAND RECEIPTS<br>SIGNED   |
| 182 | R-4    | BDE S1        | 10 DAY POM FLIGHT D   |
| 183 | R-1    | BDE S1        | CENTRAL PROCESSING<br>CENTER OPENS  |
| 184 | R-1    | BDE S1        | 10 DAY POM FLIGHT E   |
| 185 | R-1    | BDE S1        | FINAL MANIFEST LOCK<br>IN FLIGHT B  |
| 186 | R-1    | DIO           | FLIGHT E CLEARS CIF   |
| 187 | R DATE | DISCOM        | FLIGHT A CLEARS QUAR-<br>TERS AND DEPARTS   |
| 188 | R DATE | DPCA          | ALL APPROPRIATE AGEN-<br>CIES PROVIDE ASSIST-<br>ANCE TO SPEED IN PRO-<br>CESSING |
| 189 | R DATE | ADV-<br>PARTY | FLIGHT A APRIVES CONUS  |
| 190 | R DATE | ADV<br>PARTY  | ASSUMPTION OF COMMAND<br>ORDERS ON HAND   |

|          |     |               |   |
|----------|-----|---------------|---|
| 191      | R+1 | BDE S1        | FLIGHT C (C COMPANY<br>AND HHC (-)) TURN-IN<br>RATION CARDS   |
| 192      | R+1 | DISCOM        | 1ST MAIN BODY FLIGHT<br>ARRIVES OCONUS  |
| 193      | R+1 | BDE S1        | INPROCESS ALL BACHELOR<br>UNACCOMPANIED PERSONNEL<br>INTO UNIT/RPC/FINANCE<br>AND QUARTERS  |
| 194      | R+1 | CDR           | LINK UP SOLDIERS WITH<br>SPONSORS   |
| 195      | R+1 | ADV-<br>PARTY | FLIGHT A INPROCESSING<br>STARTS (CONUS)   |
| E-20 196 | R+2 | DISCOM        | FLIGHT B CLEARS QUAR-<br>TERS AND DEPARTS   |
| 197      | R+2 | ADV           | INPROCESSING 1ST OCONUS<br>MAIN BODY FLIGHT<br><br>(1) INITIATE INPROCESS-<br>ING FOR ACCOMPANIED PER-<br>SONNEL TO UNIT/RPC/FI-<br>NANCE<br><br>(2) ALL 3 GROUPS CONTINUE<br>TO INPROCESS THRU R+7<br><br>(3) SINGLE SOLDIERS IN-<br>PROCESS CIF |
| 198      | R+3 | CDR           | FINAL MANIFEST LOCK IN<br>FLIGHTS C & D   |
| 199      | R+3 | DIO           | 1ST FLIGHT MARRIED<br>SOLDIERS INPROCESS CIF<br>(OCONUS)  |
| 200      | R+3 | ADV<br>PARTY  | FLIGHT B INPROCESSING<br>STARTS (CONUS)   |
| 201      | R+3 | BDE S1        | FLIGHT D (D CO AND HHC<br>(-)) TURNS IN RATION<br>CARDS   |
| 202      | R+3 | DISCOM        | 2D MAIN BODY FLIGHT OF<br>SOLDIERS AND FAMILIES   |

|     |     |           |  |
|-----|-----|-----------|--|
|     |     |           | ARRIVE (OCONUS)  |
|     |     | CDR       | LINK UP SPONSORS WITH SOLDIERS   |
|     |     | BDE S1    | INPROCESS ALL BACHELOR/ UNACCOMPANIED PERSONNEL INTO UNIT/RPC/FINANCE AND QUARTERS   |
| 203 | R+4 | BDE S1    | INPROCESS 2D FLIGHT MAIN BODY SOLDIERS AND FAMILIES (OCONUS)                         |
|     |     |           | (1) INITIATE INPROCESSING FOR ACCOMPANIED PERSONNEL TO UNIT/RPC/FINANCE AND QUARTERS |
|     |     |           | (2) ALL GROUPS CONTINUE TO INPROCESS THRU R+11                                       |
|     |     |           | (3) SINGLE SOLDIERS INPROCESS CIF  |
| 204 | R+5 | CDRS      | 1ST FLIGHT STARTS INVENTORIES (OCONUS)   |
| 205 | R+5 | CDRS      | 2D FLIGHT MARRIED SOLDIERS INPROCESS CIF   |
| 206 | R+6 | DISCOM    | FLIGHT C CLEARS QUARTERS AND DEPARTS (OCONUS)  |
| 207 | R+6 | BDE S1    | 1ST AND 2D MAIN BODY FLIGHTS TAKE COMMUNITY TOUR AND BRIEF                           |
| 208 | R+7 | ADV PARTY | FLIGHT A INPROCESSING FINISHES (OCONUS)  |
| 209 | R+7 | DISCOM    | 3D MAIN BODY FLIGHT OF SOLDIERS AND FAMILIES ARRIVE (OCONUS)                         |
|     |     | CDR       | (1) LINK-UP SPONSORS WITH SOLDIERS   |
|     |     | BDE S1    | (2) INPROCESS ALL  |

**BACHELOR/UNACCOMP-  
ANIED PERSONNEL INTO  
UNIT/FINANCE/AND  
QUARTERS**

|     |     |              |  |
|-----|-----|--------------|--|
| 210 | R+7 | BDE S1       | FLIGHT E (HHC(-))<br>TURNS IN RATION CARDS<br>(OCONUS)                               |
| 211 | R+7 | ADV<br>PARTY | FLIGHT C INPROCESSING<br>STARTS (CONUS)  |
| 212 | R+8 | CDRS         | FLIGHT A SUB HAND RE-<br>CEIPT HOLDERS START<br>INVENTORIES                          |
| 213 | R+8 | DISCOM       | 2-33 FLIGHT D CLEARS<br>QUARTERS AND DEPARTS   |
| 214 | R+8 | ADV<br>PARTY | FLIGHT D ARRIVES<br>(CONUS)  |
| 215 | R+8 | BDE S1       | 3D MAIN BODY FLIGHT<br>INPROCESSES (OCONUS)  |
|     |     |              | (1) INITIATE INPRO-<br>CESSING FOR ACCOMP-<br>ANIED PERSONNEL TO<br>UNIT/RPC/FINANCE |
|     |     |              | (2) ALL GROUPS CONTINUE<br>TO INPROCESS THRU R+15                                    |
|     |     |              | (3) SINGLE SOLDIERS IN-<br>PROCESS CIF   |
| 216 | R+9 | CDR          | 2D MAIN BODY FLIGHT<br>STARTS INVENTORIES<br>(OCONUS)                                |
| 217 | R+9 | ADV<br>PARTY | FLIGHT B INPROCESSING<br>FINISHES (CONUS)  |
| 218 | R+9 | CDR          | 3D FLIGHT MARRIED SOLD-<br>IERS INPROCESS CIF  |
| 219 | R+9 | DISCOM       | 4TH MAIN BODY OF SOLDIERS<br>AND FAMILIES ARRIVES<br>(OCONUS)                        |
|     |     | BDE S1       | INPROCESS ALL BACHELOR/  |

UNACCOMPANIED PERSONNEL  
INTO UNIT/RPC/FINANCE  
AND QUARTERS

|     |      |              |  |
|-----|------|--------------|--|
|     |      | CDR          | LINK-UP SPONSORS WITH<br>SOLDIERS WITH FAMILIES                                |
| 220 | R+9  | ADV<br>PARTY | FLIGHT D STARTS INPRO-<br>CESSING (CONUS)                                      |
| 221 | R+10 | CDR          | FLIGHT B SUB HAND RE-<br>CEIPT HOLDERS START IN-<br>VENTORIES                  |
| 222 | R+10 | CDR          | FINAL MANIFEST LOCK IN<br>FLIGHT E   |
| 223 | R+10 | BDE S1       | 4TH MAIN BODY FLIGHT OF<br>SOLDIERS AND FAMILIES IN-<br>PROCESS (OCONUS)       |
|     |      |              | (1) INITIALLY INPROCESSING<br>FOR ACCOMPANIED PERSONNEL<br>TO UNIT/RPC/FINANCE |
|     |      |              | (2) ALL GROUPS CONTINUE<br>INPROCESS THRU R+17                                 |
| 224 | R+11 | BDE S1       | 2D & 4TH MAIN BODY FLIGHTS<br>TAKE COMMUNITY TOUR AND<br>BRIEFING              |
| 225 | R+12 | CDR          | FLIGHT 4 MARRIED SOLDIERS<br>INPROCESS CIF                                     |
| 226 | R+13 | CDR          | 3D FLIGHT STARTS INVENTORIES   |
| 227 | R+13 | CO CDR       | FLIGHT A SUB HAND RECEIPTS<br>SIGNED (CONUS)                                   |
| 228 | R+13 | ADV<br>PARTY | FLIGHT C INPROCESSING FIN-<br>ISHES  |
| 229 | R+13 | DISCOM       | FLIGHT E CLEARS QUARTERS<br>AND DEPARTS (OCONUS)                               |
| 230 | R+14 | CDR          | FLIGHT C STARTS SUB HAND<br>RECEIPT INVENTORIES                                |
| 231 | R+14 | DISCOM       | FINAL FLIGHT<br>ARRIVES (CONUS)  |

|     |      |              |   |
|-----|------|--------------|---|
|     |      | CDR          | LINK UP SPONSORS WITH<br>SOLDIERS   |
|     |      | BDE S1       | INPROCESS ALL BACHELOR/<br>UNACCOMPANIED PERSONNEL<br>INTO UNIT/RPC/FINANCE<br>AND QUARTERS   |
| 232 | R+14 | ADV<br>PARTY | FLIGHT E STARTS INPROC-<br>ESSING (CONUS)   |
| 233 | R+15 | CDR          | FLIGHT B SUB HAND RECEIPTS<br>SIGNED  |
| 234 | R+15 | ADV<br>PARTY | FLIGHT D FINISHES INPRO-<br>CESSING   |
| 235 | R+15 | BDE S1       | FINAL MAIN BODY FLIGHT OF<br>SOLDIERS AND FAMILIES IN-<br>PROCESS (OCONUS)  |
|     |      |              | (1) INITIATE INPROCESSING<br>FOR ACCOMPANIED PERSONNEL<br>TO UNIT/RPC/FINANCE   |
|     |      |              | (2) ALL GROUPS CONTINUE IN-<br>PROCESS THRU R+22  |
| 236 | R+16 | BN XO        | THE FOLLOWING ORIENTATIONS<br>SHOULD BE COMPLETED BY THIS<br>DATE: NEO ORIENTATION,<br>TRAINING AREA TOUR AND LTA<br>BRIEF FOR LEADERS, HRO BRIEF-<br>ING REQUIRED PRIOR TO OCCUPY-<br>ING ANY QUARTERS, GDP BRIEF-<br>ING FOR ALL LEADERS, MANEU-<br>VER RIGHTS, PROJECT PARTNER-<br>SHIP. |
| 237 | R+16 | CDR          | FLIGHT D STARTS SUB HAND<br>RECEIPT INVENTORIES<br>(CONUS)  |
| 238 | R+16 | BDE S2       | THE FOLLOWING ORIENTATIONS<br>SHOULD BE COMPLETED BY<br>THIS DATE: USAREUR INSTAL-<br>LATION/PHYSICAL SECURITY<br>REQUIREMENTS (OCONUS)   |
| 239 | R+17 | ADV<br>PARTY | FLIGHT C SUB HAND RECEIPTS<br>SIGNED  |

|     |      |           |   |
|-----|------|-----------|---|
| 240 | R+17 | BDE S1    | FINAL COMMUNITY TOUR AND BRIEFING                                   |
| 241 | R+17 | S4        | FINAL FLIGHT SINGLE SOLDIERS INPROCESS CIF                          |
| 242 | R+17 | BDE S1    | CENTRAL INPROCESSING CENTER CLOSES DOWN (COB)                       |
| 243 | R+18 | CDR       | FLIGHTS A,B, & C ON LEAVE (CONUS)                                   |
| 244 | R+18 | CDR       | FINAL FLIGHT MARRIED SOLDIERS INPROCESS CIF                         |
| 245 | R+19 | CDR       | 4TH MAIN BODY FLIGHT STARTS INVENTORIES (OCONUS)                    |
| 246 | R+20 | ADV PARTY | FLIGHT E INPROCESSING FINISHES (CONUS)                              |
| 247 | R+21 | CDR       | FLIGHT D SUB HAND RECEIPTS SIGNED                                   |
| 248 | R+21 | CDR       | FLIGHT E STARTS SUB HAND RECEIPT INVENTORIES                        |
| 249 | R+21 | CDR       | FINAL MAIN BODY FLIGHT STARTS INVENTORIES (OCONUS)                  |
| 250 | R+22 | CDR       | FLIGHT D ON LEAVE (CONUS)   |
| 251 | R+23 | S4        | VERIFY SIGNATURE CARDS/ACCTS ESTABLISHED FOR ALL SUPPORT ACTIVITIES |
| 252 | R+24 | CDR       | FLIGHT E SUB HAND RECEIPTS SIGNED                                   |
| 253 | R+25 | CDR       | FLIGHT E ON LEAVE   |
| 254 | R+31 | CDR       | INVENTORIES COMPLETE/ADJUSTMENT DOCUMENTS STARTED                   |
| 255 | R+41 | S4        | ALL POST MOVE REPORTS OF SURVEY SUBMITTED                           |
| 256 | R+47 | CDR       | FLIGHTS A, B, & C OFF LEAVE   |

|          |       |          |  |
|----------|-------|----------|--|
| 257      | R+48  | G3       | UPDATE BN ON ORTS, ALERTS<br>AND READINESS REPORTING                           |
| 258      | R+51  | CDR      | FLIGHT D OFF LEAVE   |
| 259      | R+54  | CDR      | FLIGHT E OFF LEAVE   |
| 260      | R+62  | CDR      | ROTATION AND LEAVES<br>COMPLETED BN TRAINING<br>IS ONGOING                     |
| E-29 261 | R+74  | CDR      | ALL ADJUSTMENT DOCUMENTS<br>COMPLETE; NECESSARY RE-<br>QUISITIONS ARE PREPARED |
| 262      | R+77  | DIO      | MILCOM PROVIDED BUS SYS-<br>TEM STOPS  |
| 263      | R+110 | DIV I.G. | COURTESY CGI   |